

DCI/IC-730579/1

INT-4

JEF:vdm

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28 June 1973

MEMORANDUM FOR: Dr. Martin

SUBJECT: Displaying Uncertainty to Decisionmakers

REFERENCE: Memo from A. W. Marshall, 15 June 1973,
subject as above, DCI/IC 73-0579

1. Regarding your note attached to Andy Marshall's memo referenced above, this is a matter which has been discussed at one level or another in the intelligence community for more than ten years to my own knowledge, and some experimentation has taken place, but the results are not thusfar impressive. The President's memorandum of November 1971 gave a new impetus with its charge that "a determined effort be made to upgrade analysis personnel and analysis methods."

2. An introduction to quantitative methodologies is provided intelligence personnel in training courses conducted by CIA and DIA, and DIA has an in-house effort going with contractor support, focusing primarily on application of Bayes' theorem.

3. We attempted last year to get a PRG effort going on this problem, to no avail, but perhaps the time is ripe to form a working group and charge it with coming up with some recommendations for application standards and/or a community R&D effort which will result in a set of accepted probability applications and/or methods.

4. What we ought to be looking for is tools which would be useful in the analysis process--recognizing at the same time that obtaining the cooperation and support of analysts and production office managers who are not quantitative-minded is going to be a continuing problem.

5. PRG will work on a specific proposal.

(sig [REDACTED])

Deputy Chief, PRG

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Attachment
reference